

THE GEORGE WASHINGTON UNIVERSITY  
Washington, DC

MINUTES OF THE REGULAR MEETING  
OF THE FACULTY SENATE HELD ON  
NOVEMBER 14, 1997, IN THE ELLIOTT  
ROOM, UNIVERSITY CLUB, MARVIN CENTER

The meeting was called to order by Vice President Lehman at 2:15 p.m.

Present: Vice President Lehman, Registrar Selinsky, and Parliamentarian Pagel; Deans Futrell and Kee; Professors Cawley, Granger, Griffith, Gupta, Harrington, Kahn, Ludlow, Lynch, McAleavey, Peroni, Robinson, Smith, Sodaro, Solomon, Wirtz, Yezer, and Youens

Absent: President Trachtenberg; Deans Friedenthal, Harding, Keimowitz, Lefton, Mazzuchi, and Riegelman; Professors Agnew, Boswell, Captain, Castleberry, Harrauld, Johnston, Silber, Simon, and Slaby

Vice President Lehman introduced and welcomed a new Senate member, Mary J. Granger, Associate Professor of Management Science, School of Business and Public Management.

APPROVAL OF THE MINUTES

The minutes of the regular meeting of September 12, 1997, were approved as distributed.

Vice President Lehman asked if there were any objections to changing the order of the agenda, inasmuch as Professor Kirsch and Associate Vice President Ingle had to leave the meeting early. No objections were made.

INTERIM REPORT OF THE COMMITTEE ON APPOINTMENT, SALARY AND PROMOTION POLICIES

Professor Wirtz, member of the ASPP Committee, reported that over the last several months the Committee has dealt with three primary items: (1) Resolution 97/5, before the Senate today, providing procedural guidance on extended unpaid leaves of absence; (2) a discussion on institutes, particularly the Computational Sciences Program; and (3) faculty salaries and AAUP salary averages. With regard to faculty salaries, he called upon Professor Kirsch, who, as a member of the ASPP Committee, has been tracking that information for many years.

Professor Kirsch distributed data on AAUP Faculty Salary Averages for Market Basket Schools, 1996-97 GW Regular Faculty (Continuing and New), and Compensation for the President and Vice Presidents. He thanked Assistant Vice President Peggye

Cohen for providing the GW and Market Basket Schools data. Professor Kirsch pointed out that the data shows that, as a whole, the University, at each rank, is above the 80th percentile, and that the administration has done quite well in meeting that goal. However, he noted that we are not doing so well with regard to the schools, some of which are below the 60th percentile which is a matter the ASPP Committee may wish to follow. The information on salaries of the President and Vice Presidents, he said, comes from Tax Form 990 which, by law, the University makes available. A footnote on this form shows additional contributions to these administrators above and beyond their compensation. Professor Kirsch said that he thought the administration should be commended where commendation is warranted. The concept of trying to look at what is equitable to various individual schools and where they should be is a marketplace issue between the schools, he said. He recalled that the Senate recommended during President Elliott's last year that the 60th percentile be set for each school, and he said that that issue should be revisited.

Professor Smith asked if the faculty salary figures represented academic year salary only, and Professor Kirsch replied that that was correct. Professor Griffith expressed his hope that the ASPP Committee would pursue the issue of the schools that now seem to be closer to the 50th percentile than they are to the 60th. He then asked Professor Kirsch if the data on "Compensation as listed on U.S. Tax Form 990" for administrators was really just salary, not compensation, and did not include benefits. Professor Kirsch responded that that was only salary. Further discussion followed by Professors Smith, Kirsch, Griffith, Peroni, and Ludlow. (Data report is attached.)

#### RESOLUTIONS

##### I. RESOLUTION 97/5, "A RESOLUTION TO PROVIDE PROCEDURAL GUIDANCE ON EXTENDED UNPAID LEAVES OF ABSENCE"

On behalf of the Committee on Appointment, Salary and Promotion Policies, Professor Wirtz moved the adoption of Resolution 97/5, and the motion was seconded. He explained that this matter came to light at the request of the administration. The ASPP Committee looked into the question of procedural guidance for consecutive unpaid leaves of absence, and conducted an informal poll of the faculty. It was discovered that some Ph.D. candidates were being left in the lurch because faculty were taking long term unpaid leaves of absence. He pointed out that the ASPP Committee's resolution recommends two changes to the Faculty Code. The first change is in the form of procedural guidance about what would seem to be an acceptable number of consecutive unpaid leaves of absence, and the second change is to insert administrative action into the process for approving such leaves, namely, the Chair, the Dean, and the Academic Vice President. He noted that the resolution has been

approved by the Law School and the other schools and by the Professional Ethics and Academic Freedom Committee. The effect of the resolution, he said, is to add the words "when circumstances permit" so that it is very clear that the procedural guidance has now been circumscribed by administrative approval, and that "unpaid leaves shall not normally exceed two consecutive academic years, although under unusual circumstances, additional unpaid leave may be granted." Professor Wirtz said that the ASPP Committee viewed this resolution as meeting the needs of the faculty, while taking into consideration the special needs of the schools.

The Chair opened the floor for discussion. The question was called, the motion put, and Resolution 97/5 was adopted unanimously. (Resolution 97/5 is attached.)

REPORT ON CAMPUS CONSTRUCTION, RENOVATION, AND PLANNING BY AL INGLE, ASSOCIATE VICE PRESIDENT FOR BUSINESS AFFAIRS

Associate Vice President Al Ingle presented slides and commentary on the projects that have been completed during the past summer. The projects completed are: New Hall, 182,000 square feet, 119 units with full occupancy of 438 students, cost \$21.8 million; computer access lab with state of the art equipment, operational 24 hours a day, 4000 square feet, cost under \$600,000; state of the art equipment installed in Phillips 215, Funger 636, and Corcoran 101, 1100 square feet, cost \$46,000; Anthropology Townhouse at 2110-2112 G Street, structural repairs, 7000 square feet, cost \$1 million; Lisner 130 renovation for Anthropology Lab, 1,000 square feet, cost \$327,000 partly funded by a NSF grant; 2125 G Street upgrade for Psychology Department space, 7,000 square feet, cost \$400,000; 2141 G Street renovation for Judaic Studies; 3,000 square feet, cost \$100,000; Bell Hall Labs, 2,000 square feet, cost \$540,000; Columbian School Dean's Suite, Academic Center, First Floor, cost \$150,000 partially funded by the Ottenberg grant; School of Public Health and Health Services Dean's Suite, Ross Hall, cost \$312,000; Funger Hall Fire Alarms, 171,000 square feet, cost \$948,000; Francis Scott Key Residence Hall Kitchenette replacement; 62,000 square feet, cost \$1.1 million; Academic Center Plaza, installation of new surface, cost \$750,000. The completion of all of these projects, Vice President Ingle said, was the result of the good work of Roger Lyons, Executive Director of Facilities, Michelle Honey, Director of Architecture, Engineering and Construction, Glenn Bucek, Space Manager, Craig Linebaugh, Associate Vice President for Academic Planning and Special Projects, and the entire staffs of Facilities, Architecture, Engineering and Construction, Academic Affairs, as well as the Computer Information and Resource Center (CIRC), Information Systems and Services (ISS), the Library, and hundreds more.

Associate Vice President Ingle then described the major projects in progress. The Mid-Campus Quad project is a 4-phase, 3-year project. The part that is finished are the gates on 21st and 22nd Streets. In order to finish the space for the H Street Gate, the loading dock for Lisner Auditorium and the Gelman Library will be redone. On Bell Hall and Lisner Hall, exterior work, such as repointing brickwork, replacing old entrance doors and steps, caulking and sealing windows will be done. Also, the 6th and 7th floors of Gelman Library will be redesigned. The first round of programming has begun for the Marvin Center to provide improved performing arts space for music, theater, and dance. The entire building will be renovated which will include an addition on the 21st Street side where the ramp system is now located. The cost of this major project will be \$19 million. Programming for the Media and Public Affairs building has been completed and has been submitted to the administration for approval. This building will include a 400 seat auditorium, art gallery, high tech classrooms and a large lecture hall. The University hopes to move forward with the Health and Wellness Center project and is awaiting a decision on December 3rd from the Board of Zoning Adjustment. The cost will be \$19 million (without contingency). An addition to the Law School is being planned and will begin with the renovation of what used to be called Building E and the infill building between it and the Law School.

In concluding his presentation, Vice President Ingle said that he and his staff look at price, quality, and delivery in order to provide outstanding client service to the faculty and the University and to make certain that the work is done in an appropriate way.

Professor Kahn asked what the estimated cost of the Media and Public Affairs project and of the Law School project will be. Vice President Ingle said that the Media and Public Affairs cost is \$22 million (without contingency) and the Law Center cost is \$6 million (without contingency).

Professor Peroni asked if there is a long term plan to deal with the parking problem. Vice President Ingle replied that the University is required to replace parking below grade when we eliminate above grade parking. The University also has a new arrangement with the Kennedy Center for parking up to 200 cars there during the day. Free shuttle bus service that runs between the Kennedy Center and the University is provided for people who park there.

Professor Griffith said that when a presentation of the Mid-Campus Quad project was made to the Senate some time ago, he thought that the University had anticipated that a substantial portion of the cost would be paid by gifts. He asked if the University decided to just go ahead with this project and absorb



the costs itself, hoping to raise the funding. Vice President Ingle replied that that was correct and that \$3.3 million was authorized over a period of years through the endowment. Any gifts would offset part of the endowment cost, he said.

INTRODUCTION OF RESOLUTIONS

No resolutions were introduced.

REPORT OF THE SPECIAL COMMITTEE TO REVIEW GRIEVANCE PROCEDURES AT THE GEORGE WASHINGTON UNIVERSITY BY PROFESSOR MARY M. CHEH, CHAIR

Professor Cheh noted that the Special Committee was appointed last year to take a comprehensive look at the grievance process and possibly make some changes. The members of the Special Committee included Professors Joseph Pelzman, David Robinson, Todd Peterson, Mr. William Howard, University Counsel, and herself, as Chair. The Committee relied upon its collective experience as some members had extensive experience with the grievance process firsthand. The Committee also held a number of meetings with people throughout the University who had experience with the grievance process, and a good deal of information about previous grievance cases over the past 20 years was provided by Doris Trone, Coordinator of Faculty Senate Activities. In addition, the Committee looked at grievance processes of some other universities. From all the information gathered, the Committee tried to distill what was problematic with the process and what might be done about it.

Professor Cheh said that the first major question was whether or not there should be some form of radical restructuring of the process, but on balance the Committee decided that the problems were not that serious and that the basic format of the grievance process should be retained as it is with some changes. The changes recommended by the Special Committee are:

- (1) Eliminating the requirement for mandatory mediation and the role of the Executive Committee, and instead substituting an approach on an alternative formulation.
- (2) The respondent in a grievance proceeding is the University, not an individual.
- (3) Alternative procedures in cases where a grievant simultaneously files a lawsuit.
- (4) Identification of remedies a grievance committee can order which should be followed, absent compelling reasons which the administration would have to identify.

- (5) Reducing the grievance panel from four to three members, one of whom shall serve as the Hearing Officer.
- (6) Payment of attorney's fees under limited circumstances where a grievant prevails.

Professor Cheh pointed out that the Committee's report contains specific language for amending the Faculty Code to incorporate the changes recommended by the Committee. The document also includes explanatory language as to each provision.

Professor Griffith asked the Chair of the Executive Committee about the disposition of the Special Committee's report, and Professor Robinson replied that it would be referred to the Professional Ethics and Academic Freedom Committee for its review and recommendations before coming back to the Senate for action.

Professor Griffith complimented Professor Cheh and her Committee for a superb report and their recommendations to the Senate. Professor Cheh said that she was very grateful to Professor Griffith, Doris Trone, and to all of the other people who came before the Committee and assisted her and the Committee members. Professor Griffith said that, while he applauded the changes that have been recommended, he did have a disagreement with regard to one aspect of the report that would take the Executive Committee out of the line on mediation. When a request for mediation comes to the Executive Committee, every school is represented on the Executive Committee and the appointment of a mediator who is knowledgeable about a particular school is the key, he thought, to successful mediation. Secondly, he thought that the informal counseling given by the Chair of the Executive Committee to a potential grievant was an important first step in the process and should not be taken out because many grievants have not thought about what the grievance process entails. Professor Cheh replied that a grievant could seek guidance and counsel from the Chair of the Executive Committee but not as a requirement in the process.

Professor Lynch asked whether the new proposed process described as more efficient and streamlined might weigh to the disadvantage of the grievant. Professor Cheh said that the Committee thought that on balance the grievants, no less than the respondents and the University as a whole, would be aided by a more expeditious process.

Professor Griffith pointed out that the new Sexual Harassment Policy and Procedures allow for a faculty member to file a sexual harassment grievance against another faculty member, which is inconsistent with the proposed grievance procedures. Professor Cheh said that the grievance procedures proposed by the Special Committee apply to conventional academic complaints that faculty have which lie against the University, but language could be

superimposed on that dealing with sexual harassment.

GENERAL BUSINESS

I. NOMINATION FOR ELECTION OF CHAIR OF THE COMMITTEE ON ADMINISTRATIVE MATTERS AS THEY AFFECT THE FACULTY

Professor Robinson, on behalf of the Executive Committee, moved the nomination of Professor John R. Harrauld as Chair of the Committee on Administrative Matters as They Affect the Faculty. The nomination was approved.

II. NOMINATION FOR ELECTION OF FACULTY TO SENATE STANDING COMMITTEES

On behalf of the Executive Committee, Professor Robinson moved the following nominations: Professor George C. Stephens to Physical Facilities; Professor John Kwoka to Fiscal Planning and Budgeting; Professor Elias G. Carayannis to Appointment, Salary and Promotion Policies; Professor Charles Toftoy to Athletics and Recreation; and Professor Reba Carruth to University and Urban Affairs. The nominations were approved.

III. REPORT OF THE EXECUTIVE COMMITTEE

The Report of the Executive Committee by Professor Robinson, Chair, is enclosed.

IV. INTERIM REPORTS OF SENATE COMMITTEE CHAIRS

Written Interim Reports were submitted by the following Senate Committees: Joint Committee of Faculty and Students, Physical Facilities, Appointment, Salary and Promotion Policies, Professional Ethics and Academic Freedom, Fiscal Planning and Budgeting, Athletics and Recreation, and Faculty Development and Support. (The Reports are attached.)

Professor Sodaro, Chair, Educational Policy Committee, reported that the Committee is moving on three fronts: grade inflation; a writing program across the curriculum for undergraduates, and consultations with other universities that have established such programs; and the possibility of enhancing the role of the Teaching Center to promote the quality of teaching for teaching assistants, adjuncts, faculty, etc. He noted that the Committee has representatives from the Columbian, Medical, and Elliott Schools, but he would like to enlarge the membership to include the other schools. He welcomed anyone who would like to join the Educational Policy Committee.

Professor Griffith, Chair, Fiscal Planning and Budgeting Committee, introduced his report by noting that the Committee

has observed that the University's budget shows that only about 53% of expenditures are directly in support of academics, i.e. instruction and libraries. The Committee's view is that there is an indication the academic side of the budget is underfunded. He said that the Committee would welcome any feedback on the following agenda items being undertaken by the Committee:

(1) Further study of the results of the Fiscal Performance Model and consideration of a report to the Senate, along with budgetary implications of Interschool Programs

(2) Investigation of the recent disproportionate rise in "administrative and general" expenditures, embedded in a broader effort to study comparatively GW's cost structure

(3) Adequacy of funding for part-time faculty appointments, especially in CSAS

(4) Revenue-sharing and tuition differentials in off-campus programs

(5) Mount Vernon deficits

(6) Computer/Telecom Upgrade

(7) Libraries' Budget

Professor Harrington, member of the Professional Ethics and Academic Freedom Committee, noted that at the beginning of the semester, the Committee had twelve issues before it. Because most of the items involve possible amendments to the Faculty Code, he said the Committee has been careful to give each topic thorough consideration. Two topics the Committee will be discussing at its November 20th meeting will be the so-called "tenure-by-default" provision in the Code and a request by the administration to amend the Code to ease the present restriction that limits appointments of instructors to a maximum of four years. In addition, the Committee will consider, at the President's request, the advisability of a Code amendment to remove the vote-of-no-confidence provisions in their entirety, and will also consider the new item just received, the Report of the Special Committee on Grievance Procedures.

#### BRIEF STATEMENTS (AND QUESTIONS)

Professor Yezer recalled that last year when the Senate considered the "school-within-a-school" issue, he had argued that surely we could tell the difference between a school and a "school." But now, in examining GW's Website application forms, he discovered that the School of Media and Public Affairs is listed in parallel with all the other schools. Professor Yezer said that



apparently we cannot make this distinction very successfully and he thought it was really hazardous to advertise for admissions purposes in a way that is deceptive. Vice President Lehman replied that he would look into this matter.

ADJOURNMENT

Upon motion made and seconded, Vice President Lehman adjourned the meeting at 4:00 p.m.

*Brian Selinsky*

Brian Selinsky  
Secretary

A RESOLUTION TO PROVIDE PROCEDURAL GUIDANCE  
ON EXTENDED UNPAID LEAVES OF ABSENCE (97/5)

- WHEREAS, Article VI.A of the *Faculty Code* stipulates that "At any time, for study or for any other valid reason, a leave of absence without salary, or a partial leave for family or medically related purposes with reduced salary, may be granted to a member of the faculty by the appropriate corporate officer"; and
- WHEREAS, The *Faculty Code* is presently silent with regard to the amount of unpaid leave that may be taken consecutively; and
- WHEREAS, Extended unpaid leaves of absence can sometimes interfere with the orderly execution of the faculty's primary responsibilities, particularly with respect to the supervision of doctoral candidates; NOW, THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

That Article VI.A of the *Faculty Code* be amended as follows (language proposed for insertion is underlined):

When circumstances permit, for study or for any other valid reason, a leave of absence without salary, or a partial leave for family or medically related purposes with reduced salary, may be granted to a member of the faculty on approval of the department or other appropriate unit (if applicable), the appropriate dean(s), and the Vice President for Academic Affairs. Except for unpaid leaves of absence taken under the Family and Medical Leave Acts, unpaid leaves shall not normally exceed two consecutive academic years, although under unusual circumstances additional unpaid leave may be granted.

Committee on Appointment, Salary and Promotion Policies  
October 24, 1997

Adopted November 14, 1997

Committee on Appointment, Salary and Promotion Policies (including Fringe Benefits)

TABLE 1

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**AAUP FACULTY SALARY AVERAGES for MARKET BASKET SCHOOLS**

(Ordered by 1996-97 overall average)

[a1.144]

	Professors			Assoc Professors			Asst Professors			Composite		
	1995-96	1996-97	% Chg	1995-96	1996-97	% Chg	1995-96	1996-97	% Chg	1995-96	1996-97	% Chg
NEW YORK UNIVERSITY	96,800	102,500	5.9%	63,700	65,400	2.7%	54,400	56,500	3.9%	77,800	83,635	7.5%
NORTHWESTERN UNIV	92,000	96,100	4.5%	64,500	65,200	1.1%	54,700	56,200	2.7%	77,085	79,546	3.2%
DUKE UNIVERSITY	91,700	95,800	4.5%	62,600	63,300	1.1%	50,100	52,100	4.0%	75,148	77,386	3.0%
UNIV of SOUTHERN CAL	85,200	88,800	4.2%	60,200	61,600	2.3%	51,200	53,400	4.3%	69,053	71,811	4.0%
VANDERBILT UNIV	85,900	89,300	4.0%	57,100	59,300	3.9%	44,700	46,400	3.8%	66,797	70,574	5.7%
WASHINGTON UNIVERSIT	84,500	87,100	3.1%	56,700	58,400	3.0%	49,400	53,200	7.7%	67,468	70,159	4.0%
EMORY UNIVERSITY	87,800	92,900	5.8%	58,900	61,600	4.6%	48,600	49,500	1.9%	67,283	70,154	4.3%
*** GWU ***	81,200	84,200	3.7%	58,800	60,700	3.2%	48,300	49,400	2.3%	67,254	69,378	3.2%
GEORGETOWN UNIV	91,200	94,400	3.5%	58,200	60,900	4.6%	44,800	46,200	3.1%	66,847	68,996	3.2%
TUFTS UNIVERSITY	77,400	80,100	3.5%	58,400	59,700	2.2%	45,100	45,600	1.1%	62,688	64,730	3.3%
UNIVERSITY of MIAMI	74,300	77,900	4.8%	53,300	54,100	1.5%	42,800	44,000	2.8%	61,248	63,762	4.1%
AMERICAN UNIVERSITY	80,300	83,500	4.0%	52,400	54,900	4.8%	41,900	43,500	3.8%	60,809	62,851	3.4%
SO METHODIST UNIV	79,000	81,700	3.4%	53,600	55,800	4.1%	46,200	46,600	0.9%	59,857	62,712	4.8%
TULANE UNIVERSITY	74,900	77,400	3.3%	53,200	52,900	-0.6%	48,300	47,200	1.9%	60,809	61,889	1.8%
*** GWU ***	81,200	84,200	3.7%	58,800	60,700	3.2%	48,300	49,400	2.3%	67,254	69,378	3.16%
AAUP 80th percentile	80,480	83,550	3.8%	57,260	58,970	3.0%	46,900	48,660	3.8%			
\$ to AAUP 80th	(213,840)	(198,250)	+	(284,900)	(335,620)	+	(190,400)	(105,080)	=	(689,140)	(638,950)	
-n to AAUP 80th	3	2		5	6		4	2	=	12	10	
MARKET BASKET DATA												
MEAN of the schools#	84,692	88,269	4.2%	57,908	59,469	2.7%	47,708	49,262	3.3%	67,153	69,827	4.0%
\$ to Market Basket Mean	1,037,124	1,241,045		(165,020)	(238,814)		(80,512)	(19,596)		(62,646)	287,507	
-n to Market Basket Mean	(12)	(14)		3	4		2	0		1	(4)	
MEDIAN of the schools#	85,200	88,800	4.2%	58,400	60,900	4.3%	46,500	48,300	3.9%	64,805	67,283	3.8%
\$ to MB Median	1,188,000	1,403,000		(74,000)	38,800		(244,800)	(156,200)		(1,513,482)	(1,342,895)	
-n to MB Median	(14)	(16)		1	(1)		5	3		23	20	
Other Local Schools												
GEORGE MASON UNIV	75,300	83,500	10.9%	52,400	57,100	9.0%	44,500	45,300	1.8%	58,059	64,858	11.7%
UNIVERSITY of MARYLAN	70,300	78,500	11.7%	48,700	54,700	12.3%	40,600	46,900	15.5%	58,125	65,114	12.0%

\* Excludes Boston University since they do not supply data to AAUP.

\*\*\*GWU data are the same as in the report by GW Schools, but have been rounded to the nearest 100.

# excludes GW.

## 1996-97 GW \*Regular Faculty (Continuing and New)

TABLE 3

	Professors			Assoc Professors			Asst Professors			*Overall Average Salary			% Ch in
	1995-96	1996-97	% Chg	1995-96	1996-97	% Chg	1995-96	1996-97	% Chg	1995-96	1996-97	% Chg	
AVERAGE SALARIES													
Arts & Science	70,189	73,071	4.1%	51,177	53,317	4.2%	43,032	44,790	4.1%	57,020	59,108	3.7%	6.9%
Education	71,242	71,412	0.2%	48,489	49,251	1.6%	39,089	41,979	7.4%	59,165	58,637	-0.9%	15.6%
Elliott School	86,465	83,739	-3.2%	49,162	52,144	6.1%	48,598	48,071	-1.1%	68,424	68,593	0.2%	16.3%
Engineering	86,013	89,815	4.4%	70,782	72,801	2.9%	60,621	62,766	3.6%	78,575	82,475	5.0%	6.4%
Business & Public Mgt	81,120	86,462	6.6%	69,666	72,227	3.7%	63,078	63,989	1.4%	72,960	76,370	4.7%	1.7%
National Law Center	122,526	125,785	2.7%	84,785	87,061	2.7%				110,686	112,877	2.0%	5.9%
Total	81,175	84,229	3.8%	58,847	60,728	3.2%	48,322	49,384	2.2%	67,261	69,397	3.2%	
Total \$	24,108,885	25,689,779	6.6%	10,886,645	11,781,166	8.2%	6,571,851	7,012,566	6.7%	41,567,381	44,483,511	7.0%	
NUMBER OF FACULTY													
Arts & Science	135	135	0.0%	98	103	7.3%	87	90	3.4%	318	328	3.1%	
Education	25	27	8.0%	17	19	11.8%	6	10	66.7%	48	56	16.7%	
Elliott School	13	16	23.1%	6	6	0.0%	6	7	16.7%	25	29	16.0%	
Engineering	45	48	6.7%	13	12	-7.7%	13	12	-7.7%	71	72	1.4%	
Business & Public Mgt	44	43	-2.3%	37	36	-2.7%	24	23	-4.2%	105	102	-2.9%	
Subtotal	262	269	2.7%	169	176	4.1%	136	142	4.4%	567	587	3.5%	
National Law Center	35	36	2.9%	16	18	12.5%				51	54	5.9%	
Total	297	305	2.7%	185	194	4.9%	136	142	4.4%	618	641	3.7%	
AAUP Percentiles													
90	86,820	89,300	2.9%	60,500	62,180	2.8%	50,000	51,100	2.2%				
80	80,480	83,550	3.8%	57,260	58,970	3.0%	46,900	48,660	3.8%				
70	77,190	80,120	3.8%	55,030	56,360	2.4%	45,570	47,000	3.1%				
60	73,700	75,920	3.0%	53,260	54,730	2.8%	44,680	45,590	2.0%				
50	70,340	72,330	2.8%	51,970	52,940	1.9%	43,480	44,700	2.8%				
40	68,000	69,730	2.5%	49,840	51,550	3.4%	42,480	43,410	2.2%				
30	65,030	67,060	3.1%	48,190	49,960	3.7%	40,930	42,070	2.8%				
20	62,780	63,410	1.0%	46,660	47,890	2.6%	40,010	40,790	1.9%				
10	58,520	60,140	2.8%	45,550	46,320	1.7%	38,140	39,720	4.1%				
GW overall 96/7	84,229	81		60,728	83		49,384	82					
\$ to AAUP 80th		(\$207,095)			(\$341,052)			(\$102,808)					

\* Excludes instructors and clinical law faculty.

IR 7/7/97

[a101.1142]



<b>COMPENSATION as listed on US Tax Form 990</b>					
	<u>1996</u>	<u>1995</u>	<u>1994</u>	<u>1993</u>	<u>% change</u>
<u>President S. J. Trachtenberg</u>	<u>\$322,934</u>	<u>\$320,090</u>	<u>\$288,738</u>	<u>\$260,000</u>	<u>24.21%</u>
<u>VP &amp; Treas. L.H. Katz</u>	<u>235,022</u>	<u>223,164</u>	<u>199,310</u>	<u>179,600</u>	<u>30.86%</u>
<u>VP R.A. Chernak</u>	<u>194,154</u>	<u>193,463</u>	<u>184,117</u>	<u>165,000</u>	<u>17.66%</u>
<u>VP W.M. Bortz</u>	<u>162,242</u>	<u>159,536</u>	<u>150,716</u>	<u>137,500</u>	<u>17.99%</u>
<u>VP M.J. Worth</u>	<u>141,930</u>	<u>135,944</u>	<u>131,237</u>	<u>120,000</u>	<u>18.28%</u>
<u>VP L. Salamon (1)</u>	<u>159,500</u>	<u>-----</u>	<u>-----</u>	<u>-----</u>	<u>-----</u>
<u>VP R.S. French</u>	<u>-----</u>	<u>180,933</u>	<u>177,514</u>	<u>165,000</u>	<u>-----</u>
<u>GWU</u>					
<u>Average Salary</u>					
<u>Professor</u>	<u>\$84,229</u>	<u>\$81,175</u>	<u>\$76,609</u>	<u>\$72,900</u>	<u>15.54%</u>
<u>Assoc. Prof.</u>	<u>60,728</u>	<u>58,847</u>	<u>56,973</u>	<u>54,200</u>	<u>12.04%</u>
<u>Ass't Prof.</u>	<u>49,384</u>	<u>48,322</u>	<u>46,528</u>	<u>44,700</u>	<u>10.48%</u>
<u>AAUP 80 Percentile</u>					
<u>Professor</u>	<u>\$83,550</u>	<u>\$80,480</u>	<u>\$78,050</u>	<u>\$75,330</u>	<u>10.91%</u>
<u>Associate Professor</u>	<u>58,970</u>	<u>57,260</u>	<u>55,240</u>	<u>53,640</u>	<u>9.94%</u>
<u>Assistant Professor</u>	<u>48,660</u>	<u>46,900</u>	<u>45,670</u>	<u>44,720</u>	<u>8.81%</u>

Additional payments were made for the following in 1996 :

	Contributions to Employee Benefits Plans	Disability Income Plans	Home Care Insurance Plans
<u>President S.J. Trachtenberg</u>	<u>\$38,306</u>	<u>\$16,535</u>	<u>\$4,043</u>
<u>VP &amp; Treasurer L.H. Katz</u>	<u>22,709</u>	<u>7,755</u>	<u>2,897</u>
<u>VP R.A. Chernak</u>	<u>22,158</u>	<u>8,785</u>	<u>2,581</u>
<u>VP W.M. Bortz</u>	<u>25,662</u>	<u>7,459</u>	<u>2,645</u>
<u>VP M.J. Worth</u>	<u>18,664</u>	<u>7,639</u>	<u>2,310</u>

(1) Actual payment was \$139,569 for 87.5% year, projected to \$159,500.

9/19/97

# THE JOINT COMMITTEE OF FACULTY AND STUDENTS

## INTERIM REPORT

### Fall, 1997

The Joint Committee of Faculty and Students (JCFS) has set a schedule of seven meetings and has held two to date. Probably during the Spring 1998 semester, updates on the Trustees Fellowship Program, old business from the 1996-97 JCFS agenda, will be sought, and the Committee will look for more detailed entrance requirements to such programs as Journalism and RATV in the *Bulletin*. It is anticipated that some "fine-tuning" adjustments will need to be made to the Code of Academic Integrity regarding the composition of the committee considering academic integrity cases, and the JCFS awaits notification concerning these changes.

The subject raising the most discussion during the Committee's first two meetings was the new GWorld card. Jesse Strauss, the Student Life Committee chairman, presented a lengthy list of complaints. This list became lengthier as faculty and staff JCFS members chimed in with additional problems. These range from the easily solvable (patches or chains for those who need to wear their cards) to those not so readily rectifiable (expensive readers that do not distinguish among the various types of students). At the second meeting, Al Ingle, Associate VP for Business affairs; Nancy Haaga, Director of Auxiliary and Institutional Services; and Michele Neyers, GWorld Card Program Manager, made a presentation to the Committee. It covered general aspects of the program, a description of Phase I of implementation, and planned features of the second and third phases. The Faculty Co-Chair had supplied Ms. Neyers with a list of some of the problems raised at the first meeting, and the visitors then addressed some of those issues. A sub-committee has been appointed to continue consideration of this topic.

The Z grade was an agenda topic at the first meeting. As several members noted, it has been the object of Committee concern in the past. It is used by faculty members in varied and confusing ways --- for example, it sometimes substitutes for an Incomplete. In the *Bulletin* it is called both a "symbol" and a "grade," and its description is imprecise. The Committee would like to help faculty utilize the Z properly.

Other matters of concern to the JCFS this year include the creation of a syllabus file and the revision of the SA Academic Update form.

Laura Youens, Faculty Co-Chair  
Marni Karlin, Student Co-Chair  
And members of the JCFS

**PHYSICAL FACILITIES COMMITTEE  
FACULTY SENATE  
FALL 1997**

**INTERIM REPORT**

The Committee on Physical Facilities convened on October 29 to view an invited video presentation by Dr. Alan Ingle, Vice President for Business in charge of Capital Planning, regarding completed and ongoing projects. A sample of fifteen different projects out of approximately seventy that were initiated or completed during the summer of 1997 were profiled, offering figures on costs, square footage where appropriate, as well as specific aspects of each project. These included: the Professors' Gates; New Residence Hall; technology upgrades in Gelman Library, Phillips 215, Fungler 536, Corcoran 101; renovation of the Anthropology department; Lisner 130; Psychology Department; Judaic Studies; Bell Hall Biology Research Space; CSAS Dean's Suite; School of Public Health Dean's Suite; Fungler Hall Fire Alarms; Francis Scott Key kitchenette renovation; Academic Center Plaza and Art Department renovations; Mid-Campus Quad; and Anniversary Park.

The questions from the Committee that followed the presentation related mainly to costs of specific projects such as the Professors' Gates, the New Residence, the Anthropology Department and the Bell Hall renovations, and the remodelling of the CSAS Dean's Suite. Other questions referred to the Academic Center Plaza resurfacing and possible problems of snow removal, the set aside budget for beautification of the campus, and the future of Building K in which the Exercise Science Department is housed.

In terms of future projects, discussion centered around the planning for two new major buildings, the School of Media & Public Affairs and the Health and Wellness Center. The latter project is before the D.C. Zoning Board and the outcome of the projected building will be decided at a meeting of the Board in December.

At the end of the meeting the Chair of the Committee requested additional written documentation to supplement the video presentation that would address those areas of interest and concern expressed by the members of the Committee. This was provided on November 10 and will be the focus of the Committee's next meeting in early December.

Following the presentation Mr. Glenn Bucek, Manager of Space Management, led members of the Committee on a tour of some of the recently constructed and refurbished facilities. The Committee found this experience both informative and valuable.

Respectfully submitted,



Gregory Ludlow, Chair

Members: Lowe, J.; Ludlow, G.; O'Rear, C.; Paup, D.; Sabelli, B.W.; Schlagel, R.H.

**Committee on Professional Ethics  
and Academic Freedom (PEAF)**

**Interim Report**

November 14, 1997

The Committee on Professional Ethics and Academic Freedom has held two meetings to date, with a third scheduled for next Thursday, November 20. Each of our two-hour meetings has been well attended, and we have, to date, discussed numerous topics.

At the beginning of the semester, there were twelve issues before our Committee, some new and some left over from prior years. Because virtually all of the subjects involve possible amendments to the Faculty Code, we have been careful to give each topic careful consideration. To date, we have taken specific action in two areas: (1) PEAFF has approved a proposed Resolution to amend the Faculty Code regarding leaves of absence, which was forwarded to PEAFF for review by the Senate Committee on Appointment, Salary & Promotion Policies; and (2) PEAFF has considered, at the request of the President, the possibility of an amendment of the Faculty Code provisions regarding an author's claim of GWU affiliation, and has advised the Executive Committee that any changes to the Faculty Code would be inadvisable as a possible violation of a faculty member's academic freedom.

At our meeting scheduled for November 20, we will be discussing two important topics, both presented to us by the administration. The first is a subject that was before PEAFF the last several years, the so-called "tenure by default" provisions of the Faculty Code. The second item on our agenda is based on a request by the administration that the Code be amended to loosen the present restriction that limits appointment of "Instructors" to a maximum of four years. In addition, PEAFF will, at the President's request, consider the advisability of an amendment of the Faculty Code to remove the "vote-of-no-confidence" provisions in their entirety.

Respectfully submitted,



Gerald P. Johnston, Chair (Law)

Members of the Committee

Kurt Darr, Health Sciences Management & Policy  
Maxine B. Freund, Teacher Prep & Special Ed  
David Goodenough, Radiology  
Robert Harrington, EECS  
Diana Johnson, Biological Sciences  
Walter Kahn, EECS  
Michael Moses, Mathematics  
Howard C. Pierpont, Surgery (Emeritus)  
David Robinson, Law  
Gary Simon, Medicine  
Jeffrey Stephanic, Art  
Charles R. Wheeler, Naval Science



FACULTY SENATE 1997-98 Term  
Fiscal Planning and Budgeting Committee

Interim Report, Nov. 14, 1997

The Fiscal Planning & Budgeting (FP&B) Committee has met four times this term, in June, September, October, and November.

In its early meetings the Committee reviewed the following documents: (a) the University's "Operating and Capital Budget for 1997-98", (b) the "New Millenium Project" for upgrading computers and telecommunications, (c) a "Financial Review, 1993-97" of revenues and expenditures, and (d) the results of an updated run of the "Fiscal Performance Model". The Committee then decided to establish the matters listed below as agenda items for this term. Each "project" is a study of the budgetary and planning implications of an important recent fiscal development, by a subcommittee of one or more Committee members (only each chair is named below). When these subcommittees' studies hve been reviewed by the full Committee, it is likely that the more significant results of these inquiries will be reported to the Faculty Senate, with or without recommendations for action.

Agenda items:

1. Further study of the results of the Fiscal Performance Model and consideration of a report to the Senate, along with budgetary implications of Interschool Programs (Prof. Cherian).
2. Investigation of the recent disproportionate rise in "administrative and general" expenditures, embedded in a broader effort to study comparatively GW's cost structure (Prof. Kwoka).
3. Adequacy of funding for Part-time Faculty appointments, esp. in CSAS (Prof. Griffith).
4. Revenue-sharing and tuition differentials in off-campus programs (Prof. Waters).
5. Mt. Vernon-deficits (Prof. Fife).
6. Computer/Telecomm Upgrade (Prof. Paratore)
7. Libraries' Budget (Prof. Confessore).

In addition, if the Wellness Center receives approval to proceed, the FP&B Committee has agreed to a proposal from Prof. Silber to join in a task force with his Committee and the Admin. Matters Cte, to review the structure and level of fees to be charged to faculty users of the new Center (Prof. Smythe).

Respectfully submitted for the Committee:

  
William B. Griffith (CSAS), Chair

**ATHLETICS AND RECREATION**  
**A Committee of the Faculty Senate**

**Office of the Chair**

November 14, 1997

To: Faculty Senate

From: David Silber, Chair 

Re: Interim report

The Athletic & Recreation Committee has met twice during the 1997-1998 academic year (minutes enclosed). The Committee is in the process of forming subcommittees that will monitor three major areas of the Athletic Program: 1. Academic issues as they impact upon athletics 2. Athletic fiscal policies and activities and 3. Equity issues in athletics. In addition, the student recreation director, Michael Gargano, will be invited to meet with the Committee to insure representation of recreational programs.

The Committee is awaiting word--as is the University community--on the decision of the DC Zoning Board with regard to the proposed Wellness Center.

The Committee is anticipating working with the NCAA Certification Steering Committee on preparation for the NCAA certification process.

David Silber, Chair  
Athletic & Recreation Committee

**Interim Report of  
Senate Committee on Faculty Development and Support**

The Committee on Faculty Development and Support had one meeting this semester to review the status of recruitment and retention of minority and women faculty at GWU. Assistant Vice President Annie Wooldridge gave a status report on the efforts of the central administration. A campus climate survey, conducted during Fall 1996, is nearing compilation and the preliminary sense is that the faculty overall are more satisfied than dissatisfied at GWU. The university has conducted a biennial study on the salary equity across the campus and a small number of cases have been identified for potential action.

We observed that the Middle States reaccreditation review, just concluded, has found that the minority faculty recruitment is an area that needs more attention.

The Committee will be writing to the Deans of Schools to enquire about the activities that are underway, and planned, to carry out the School level actions proposed in the *Action Plan to Improve the Collegial Climate: Making The George Washington University a Model of Cultural Diversity* adopted by the University and published in the March 1994 issue of By George.

Murli M. Gupta  
Chair, Senate Committee on Faculty Development  
and Support

November 14, 1997

1. The first part of the report deals with the general situation of the country. It is a very interesting and informative study of the country's development and progress. The author has done a great deal of research and has gathered a wealth of material. The report is well written and is easy to read. It is a valuable contribution to the study of the country's development.

2. The second part of the report deals with the economic situation of the country. It is a very interesting and informative study of the country's economic development and progress. The author has done a great deal of research and has gathered a wealth of material. The report is well written and is easy to read. It is a valuable contribution to the study of the country's economic development.

3. The third part of the report deals with the social situation of the country. It is a very interesting and informative study of the country's social development and progress. The author has done a great deal of research and has gathered a wealth of material. The report is well written and is easy to read. It is a valuable contribution to the study of the country's social development.



REPORT OF THE EXECUTIVE COMMITTEE  
November 14, 1997  
PROFESSOR LILIE F. ROBINSON, CHAIR

On behalf of our colleagues on the Executive Committee, I would like to report on the following matters.

1. CONFLICT OF INTEREST POLICY

As you may recall, last year we passed a Conflict of Interest Policy. Both were transmitted to the President and subsequently to the Board of Trustees. The Academic Affairs Committee of the Board has reviewed and made revisions to the Policy.

The draft of the Policy containing these revisions has been returned to the Executive Committee with a request that it be reviewed, and that comments and suggestions be made and returned to the Academic Affairs Committee by December 15.

In response to this request, the Executive Committee has appointed an Ad Hoc Committee, and its members are Professors Murli Gupta, Robert Harrington, Gerald Johnson, Walter Kahn, Philip Wirtz, and Lilien Robinson, Convenor. The first meeting of this Committee is scheduled for Monday, November 17. The Committee will review the current Policy as well as the revised draft from the Academic Affairs Committee, and the draft along with the Ad Hoc Committee's comments and suggestions will be placed on the agenda for the December Senate meeting.

2. SENATE REPRESENTATION FROM THE SCHOOL OF PUBLIC HEALTH AND HEALTH SCIENCES

The matter of representation on the Faculty Senate from the School of Public Health and Health Services, which would require changes to the Faculty Organization Plan by vote of the Faculty Assembly, is pending.

It is the view of the Executive Committee that the issues of the School's noncompliance with the Faculty Code, as raised in the Senate's Resolution 96/13, need to be addressed before any action is taken. These issues dealt with such matters as the ratio of tenured to non-tenured faculty, personnel recommendations, and establishment of school-wide personnel committees. The Senate has been advised that these matters are being studied by the Administration in the context of the practices of other Medical Centers. The Executive Committee is awaiting the conclusion of this study and the "administration's substantive reply to Resolution 96/13" that President Trachtenberg indicated would then be forthcoming.

3. SEXUAL HARASSMENT PROCEDURES

A document on Sexual Harassment Procedures was received by the Executive Committee from Vice President Lehman and is being distributed to you today. The Executive Committee has placed it on the agenda for its next meeting for discussion with respect to its consistency with the protections of the Faculty Code.

4. CHANGES IN GELMAN LIBRARY CIRCULATION AND FINES POLICY

Please note that Librarian Siggins has announced that faculty will be allowed time to adjust to the new policies and there will be no enforcement of fines for this semester. Also, all currently outstanding charges will be waived provided overdue books are renewed or returned by January 5, 1998. To assist the faculty in the process, the Library will be sending notifications of outstanding items.

5. ANNOUNCEMENTS

The next meeting of the Executive Committee is on November 21st. Please submit resolutions or reports for the agenda of the December Senate meeting prior to the 21st.



**THE GEORGE WASHINGTON UNIVERSITY**  
**Washington, DC**

**The Faculty Senate**

**November 3, 1997**

**The Faculty Senate will meet on Friday, November 14, 1997, at 2:10 p.m., in the Elliott Room, University Club, 3rd Floor, Marvin Center.**

**AGENDA**

- 1. Call to order**
- 2. Approval of the minutes of the regular meeting of September 12, 1997, as previously distributed**

**3. Resolutions:**

**A RESOLUTION TO PROVIDE PROCEDURAL GUIDANCE ON EXTENDED UNPAID LEAVES OF ABSENCE (97/5) with accompanying Report; Professor John G. Boswell, Chair, Committee on Appointment, Salary and Promotion Policies (Resolution 97/5 with Report attached)**

- 4. Introduction of Resolutions**
- 5. Report of the Special Committee to Review Grievance Procedures at The George Washington University by Professor Mary M. Cheh, Chair**
- 6. Report on Campus Construction, Renovation, and Planning by Mr. Al Ingle, Associate Vice President for Business Affairs**

**7. General Business:**

- (a) Nomination for election of Professor John R. Harrauld as Chair of the Committee on Administrative Matters as They Affect the Faculty**
- (b) Nomination for election of the following faculty to Senate Standing Committees: Professor George C. Stephens to Physical Facilities; Professor John Kwoka to Fiscal Planning and Budgeting; Professor Elias G. Carayannis to Appointment, Salary and Promotion Policies; Professor Charles Toftoy to Athletics and Recreation; and Professor Reba Carruth to University and Urban Affairs**
- (c) Report of the Executive Committee: Professor Lilien F. Robinson, Chair**
- (d) Interim Reports of Senate Committee Chairs**

8. Brief Statements (and Questions)

9. Adjournment

*Brian Selinsky*

Brian Selinsky  
Secretary

A RESOLUTION TO PROVIDE PROCEDURAL GUIDANCE  
ON EXTENDED UNPAID LEAVES OF ABSENCE (97/5)

- WHEREAS, Article VI.A of the *Faculty Code* stipulates that "At any time, for study or for any other valid reason, a leave of absence without salary, or a partial leave for family or medically related purposes with reduced salary, may be granted to a member of the faculty by the appropriate corporate officer"; and
- WHEREAS, The *Faculty Code* is presently silent with regard to the amount of unpaid leave that may be taken consecutively; and
- WHEREAS, Extended unpaid leaves of absence can sometimes interfere with the orderly execution of the faculty's primary responsibilities, particularly with respect to the supervision of doctoral candidates; NOW, THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

That Article VI.A of the *Faculty Code* be amended as follows (language proposed for insertion is underlined):

When circumstances permit, for study or for any other valid reason, a leave of absence without salary, or a partial leave for family or medically related purposes with reduced salary, may be granted to a member of the faculty on approval of the department or other appropriate unit (if applicable), the appropriate dean(s), and the Vice President for Academic Affairs. Except for unpaid leaves of absence taken under the Family and Medical Leave Acts, unpaid leaves shall not normally exceed two consecutive academic years, although under unusual circumstances additional unpaid leave may be granted.

Committee on Appointment, Salary and Promotion Policies  
October 24, 1997



**FACULTY SENATE**  
**Committee on Appointments, Salary, Promotion Policies (ASPP)**

**SPECIAL REPORT**

October 24, 1997

1. This Special Report accompanies and is intended to explain some of the background of the proposed RESOLUTION TO PROVIDE PROCEDURAL GUIDANCE ON EXTENDED UNPAID LEAVES OF ABSENCE (97/5) submitted for consideration by the Faculty Senate.
2. This issue originally arose to prominence last Fall, when the President and the Vice President for Academic Affairs asked the Executive Committee of the Faculty Senate for the advice regarding policy standards for consecutive unpaid leave. Two issues were raised: a guiding *process* for granting unpaid leave, and a guiding *principle* for determining when such leave should be granted.
3. The Executive Committee referred the matter to the Appointment, Salary, and Promotion Policy Committee, which appointed a subcommittee to investigate the matter.
4. The subcommittee solicited comments from the Faculty, and heard the concern voiced from several schools that extended consecutive unpaid leaves of absence occasionally interfered with the orderly execution of the faculty's primary responsibilities, particularly with respect to the supervision of doctoral candidates.
5. The subcommittee gathered information about the practice of other institutions on this question, and determined that the silence of the *GW Faculty Code* on the issue of consecutive unpaid leaves of absence was at variance with the faculty codes at other institutions.
6. The resulting Resolution, which accompanies this Special Report, is a SUCCESSOR to a prior Resolution which was, with the agreement of the proposers, tabled to permit time to reach greater agreement. The accompanying Resolution explicates the *process* for granting unpaid leave, and takes into account the comments and suggestions received regarding the prior Resolution.
7. As a result of its investigation and deliberations, the subcommittee proposed to the ASPP Committee the attached resolution, A RESOLUTION TO PROVIDE PROCEDURAL GUIDANCE ON EXTENDED UNPAID LEAVES OF ABSENCE (97/5) .
8. After receiving (and deliberating upon) the report of the subcommittee, on April 23, 1997, the ASPP Committee voted unanimously to forward the Resolution to the Executive Committee for consideration by the Senate.
9. In recognition of the fact that the Resolution calls for a modification to the *Faculty Code*, the Executive Committee forwarded it for comment by the Professional Ethics and Academic Freedom Committee. On October 23, 1997, the PEAFC Committee endorsed the resolution exactly as presented, and forwarded it back to the Executive Committee for placement on the Senate Agenda.